

CITY OF CONCORD

Fiscal Monitoring Report

For the quarter ending September 2005 (Updated for October)
Includes: Fy2005 General Fund comments, Fy2006 status and Fy2007 outlook

Since 1992, the Finance Department has provided City Council with reports monitoring the fiscal and budgetary management of the City. These reports include a model of projected revenues and expenditures for the current fiscal year, as well as five years into the future.

The latest report in this series is posted below. For a copy of previous reports, please contact the Finance Department: Finance@ci.concord.nh.us.

Prepared by the Finance Department
November 22, 2005

Fiscal Monitoring Report
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PROJECTED GENERAL FUND OPERATING PROFORMA 2007 TO 2011 UPDATED FOR CITY COUNCIL
November 21 2005

WITH UPDATED ASSESSMENTS, OVERLAY AND VETERAN'S CREDITS

WITH MAY 06 G-1 ACCOUNT ELECTRICITY INCREASE OF 30%

DESCRIPTION	ADOPTED F 2004	ADOPTED F 2005	ADOPTED* F 2006	PROJECTED F 2007	PROJECTED F 2008	PROJECTED F 2009	PROJECTED F 2010	PROJECTED F 2011
COMPENSATION	20,603,646	21,177,598	21,822,176	23,131,507	23,905,702	24,549,030	25,531,028	26,553,205
SERVICES	1,668,295	2,007,702	2,133,833	2,197,848	2,263,783	2,331,667	2,401,648	2,473,607
SUPPLIES	1,341,215	1,308,310	1,437,990	1,481,119	1,525,553	1,571,320	1,618,459	1,667,013
AUTO	346,290	409,530	469,872	504,759	529,997	566,467	594,322	613,538
UTILITIES	892,600	959,990	995,870	1,145,251	1,179,608	1,214,006	1,251,446	1,288,990
INSURANCE	308,133	312,304	307,263	322,626	332,305	342,274	352,542	363,119
WORKER'S COMP	259,214	309,795	242,866	279,296	321,190	334,038	347,369	361,295
RETIREMENT	1,517,923	1,544,036	1,817,708	1,925,770	2,350,660	2,444,686	2,542,474	2,644,173
FICA	718,962	731,306	777,493	824,149	840,625	874,250	909,220	945,599
HEALTH BENEFLEX	3,062,710	4,404,611	4,722,235	5,194,459	5,713,904	6,295,295	6,913,824	7,605,207
RETIREE HEALTH	280,000	332,000	400,000	489,000	590,480	708,576	850,291	1,020,349
GRANT/MISC	529,800	598,686	612,796	631,180	650,115	669,619	689,707	710,399
GENERAL RELIEF	445,000	429,500	429,500	450,075	473,524	497,200	522,060	548,163
SOC SERV AGENCIES	407,460	407,460	397,840	397,840	397,840	397,840	397,840	397,840
SOLID WASTE TRANSFER	1,456,360	1,312,000	1,428,865	1,716,000	1,820,000	1,933,000	2,300,000	2,660,000
OVERHEAD	-1,057,735	-1,153,522	-1,161,471	-1,239,490	-1,297,832	-1,363,297	-1,432,736	-1,506,443
EQUIP & CAPITAL TRANS	1,194,945	1,311,583	1,717,713	2,134,000	2,668,100	3,191,649	3,237,083	3,270,000
DEBT SERVICE	3,380,655	3,674,630	3,810,300	4,600,000	5,000,000	5,000,000	5,700,000	5,000,000
TOTAL EXPENDITURES	39,555,463	40,256,519	42,351,830	46,186,292	48,965,556	51,539,570	54,767,508	57,516,132
OVERLAY		500,000	724,410	500,000	500,000	475,000	450,000	450,000
SERVICE CREDITS		242,000	299,000	300,000	300,000	300,000	300,000	300,000
OVERLAY AND CREDITS	534,510	742,000	1,022,410	800,000	800,000	775,000	750,000	750,000
TOTAL USES OF FUNDS	39,089,963	40,998,519	43,374,240	46,986,292	49,765,556	52,314,570	55,517,508	58,266,132
REVENUES								
OTHER TAXES	226,510	417,728	499,170	509,000	462,000	471,000	480,000	490,000
MTR VEHICLE & TRANS FEE	5,096,879	5,490,000	5,699,700	5,871,000	6,047,000	6,228,000	6,415,000	6,607,000
LICENSES/PERMITS	954,360	1,096,260	1,324,274	1,364,000	1,405,000	1,447,000	1,490,000	1,535,000
STATE SHARED REVENUES	1,276,601	1,279,231	1,296,751	1,297,000	1,297,000	1,297,000	1,297,000	1,297,000
HIGHWAY BLOCK GRANT	676,740	704,400	728,130	743,000	758,000	773,000	788,000	804,000
ROOMS AND MEALS	1,225,000	1,323,300	1,560,000	1,682,000	1,817,000	1,962,000	2,119,000	2,289,000
AMBULANCE/ALS CHRGS	772,500	836,500	832,500	1,007,000	1,057,000	1,110,000	1,186,000	1,224,000
DEPT SERVICE CHARGES	1,492,493	1,742,443	1,815,730	1,870,000	1,926,000	1,984,000	2,044,000	2,105,000
FINES/PENALTIES	290,500	346,800	388,500	400,000	412,000	424,000	437,000	450,000
LEASE & RENT	177,035	179,670	199,150	205,000	211,000	217,000	224,000	231,000
TRUST TRANSFERS	521,990	642,800	594,780	583,000	595,000	613,000	634,000	659,000
ENTERPRISE TRANSFERS	991,865	1,099,757	985,870	1,025,000	1,066,000	1,109,000	1,153,000	1,199,000
MISC INCL DIVDND, CABLE	738,740	779,270	661,380	694,000	729,000	765,000	796,000	820,000
INTEREST INCOME	341,340	325,000	660,000	1,010,000	1,060,000	1,090,000	1,120,000	1,140,000
INT, COST, PENALTIES	301,000	306,500	307,000	322,000	328,000	335,000	342,000	349,000
TOTAL MISCELLANEOUS	15,083,493	16,369,659	17,532,935	18,582,000	19,170,000	19,825,000	20,505,000	21,199,000
SURPLUS, TSR & 53rd WK	1,937,000	1,500,000	1,375,000	1,440,000	705,000	470,000	235,000	0
TOTAL NON-TAX REVENUES	17,020,493	17,869,659	18,907,935	20,022,000	19,875,000	20,295,000	20,740,000	21,199,000
TAX AMNT TO BE RAISED	22,069,470	23,128,860	24,466,314	26,964,292	29,890,556	32,019,570	34,777,508	37,067,132
ASSESSED VAL (\$000)	2,324,877	3,389,075	3,725,791	3,782,000	3,829,000	3,867,000	3,906,000	3,945,000
TAX RATE PER \$1000 A.V.	9.49	6.82	6.57	7.13	7.81	8.28	8.90	9.40
CHANGE OVER PRIOR (%)	6.8%	-28.2%	-3.7%	8.5%	9.5%	6.0%	7.5%	5.8%

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DESCRIPTION	ADOPTED FY2004/03	ADOPTED FY2004/05	ADOPTED FY2005/06	PROJECTED FY2006/07	PROJECTED FY2007/08	PROJECTED FY2008/09	PROJECTED FY2009/10	PROJECTED FY2010/11	AVERAGE 5 year
COMPENSATION	5.99%	2.79%	3.04%	6.00%	2.05%	4.00%	4.00%	4.00%	4.01%
SERVICES	-6.34%	6.57%	1.72%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
SUPPLIES	-6.45%	-2.45%	9.91%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
AUTO	-0.85%	17.97%	12.32%	10.00%	5.00%	5.00%	5.00%	5.00%	6.00%
UTILITIES	1.16%	7.55%	3.74%	15.00%	3.00%	3.00%	3.00%	3.00%	5.40%
INSURANCE	-11.16%	1.35%	-1.61%	5.00%	3.00%	3.00%	3.00%	3.00%	3.40%
WORKER'S COMP	8.57%	19.51%	-21.60%	15.00%	15.00%	4.00%	4.00%	4.00%	8.40%
RETIREMENT	82.41%	1.72%	17.72%	6.00%	22.00%	4.00%	4.00%	4.00%	8.00%
RICA	7.08%	1.72%	6.32%	6.00%	2.00%	4.00%	4.00%	4.00%	4.00%
HEALTH/BENEFLEX	10.20%	13.42%	5.06%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
RETIREE HEALTH	-16.80%	18.57%	20.48%	22.00%	21.00%	20.00%	20.00%	20.00%	20.60%
GRANTS & MISC	-61.33%	13.00%	2.36%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
GENERAL RELIEF		-3.48%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
SOC SERV AGENCIES		0.00%	-2.36%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SOLID WASTE TRNSFR	2.59%	-9.91%	8.91%	20.10%	6.08%	6.21%	21.57%	13.19%	13.43%
OVERHEAD	-14.91%	9.06%	0.69%	6.72%	4.71%	5.04%	5.09%	5.14%	5.34%
EQUIP & CAPTL OUTLAY	-10.07%	9.76%	30.96%	24.23%	25.00%	19.62%	1.42%	1.02%	14.27%
DEBT SERVICE	-3.25%	8.70%	3.69%	20.73%	8.70%	0.00%	14.00%	3.51%	9.39%
TOTAL	5.34%	4.41%	5.20%	9.05%	6.02%	5.28%	6.26%	5.02%	6.32%
OVERLAY AND CREDITS	4.91%	38.82%	37.79%	-21.75%	0.00%	-3.13%	-3.23%	0.00%	-5.62%
TOTAL USES OF FUNDS	5.34%	4.88%	5.79%	8.33%	5.92%	5.12%	6.12%	4.95%	6.09%
REVENUES									
OTHER TAXES	-47.27%	84.42%	19.50%	1.97%	-9.23%	1.95%	1.91%	2.08%	-0.26%
MOTOR VEHICLE	4.44%	5.95%	5.55%	3.01%	3.00%	2.99%	3.00%	2.99%	3.00%
LICENSES/PERMITS	44.11%	13.82%	21.91%	3.00%	3.01%	2.99%	2.97%	3.02%	3.00%
STATE SHARED REVENUES	0.75%	0.21%	1.37%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%
HIGHWAY BLOCK GRANT		4.09%	3.37%	2.04%	2.02%	1.99%	1.94%	2.03%	2.00%
ROOMS AND MEALS		8.02%	17.13%	8.52%	8.00%	7.99%	8.00%	8.02%	8.11%
AMBULANCE CHARGES	-1.21%	8.16%	-0.36%	20.96%	4.97%	5.01%	5.05%	4.97%	8.19%
DEPT SERVICE CHARGES	17.27%	16.75%	4.21%	2.99%	2.99%	3.01%	3.02%	2.99%	3.00%
FINES/PENALTIES	27.09%	19.38%	12.02%	2.96%	3.00%	2.91%	3.07%	2.97%	2.99%
LEASE/CONCESS/REIMBS	1.06%	1.48%	10.84%	2.94%	2.90%	2.84%	3.23%	3.13%	3.01%
TRUST TRANSFERS	-1.32%	23.17%	-7.47%	-1.98%	2.08%	3.03%	3.43%	3.94%	2.09%
ENTERPRISE TRANSFERS	-1.07%	1.80%	-2.37%	3.97%	4.00%	4.03%	3.97%	3.99%	3.99%
MISC INCL DV DND, CABLE	36.68%	4.27%	-14.14%	4.93%	5.04%	4.94%	4.05%	3.02%	4.40%
INTEREST INCOME	-64.66%	-4.79%	100.00%	55.38%	4.95%	2.83%	2.75%	1.79%	13.54%
INT, COST, PENALTIES	-24.75%	1.83%	0.16%	4.89%	1.96%	2.13%	2.09%	2.05%	2.60%
TOTAL MISCELLANEOUS	1.53%	8.53%	7.11%	5.98%	3.16%	3.42%	3.43%	3.39%	3.88%
SURPLUS	69.89%	-22.56%	-8.33%	4.73%	-51.04%	-33.33%	-50.00%	-100.00%	-27.60%
TOTAL MISCELLANEOUS + SL	6.35%	4.99%	5.81%	5.89%	-0.73%	2.11%	2.19%	2.21%	2.34%
AMOUNT TO BE RAISED	4.57%	4.80%	5.78%	10.21%	10.85%	7.12%	8.61%	6.58%	8.68%
ASSESSED VALUATION(\$000)	-1.94%	45.77%	9.94%	1.51%	1.24%	0.99%	1.01%	1.00%	1.15%
TAX RATE PER \$1000 A.V.	6.64%	-28.16%	-3.67%	8.52%	9.54%	6.02%	7.49%	5.62%	7.44%

Summary Comments

This fiscal report sets forth a series of budgetary and fiscal challenges, an understanding of which will be important as we begin the preparation of the Fy2007 budget.

This report intends to:

- Provide councilors-elect background on the history and structure of the current budget, the budget model and budget appropriation and revenue drivers;
- Frame some of the financial issues we are contending with including fiscal 2005 operational results, fiscal 2006 developments and what we foresee for fiscal 2007 and beyond.
- Provide more information about Tax Assessments and their role in budget preparation.
- Prepare participants, council and staff, for the upcoming effort.

While Fy2005 is complete, a decision is pending over the amount, if any, of Fy2005 balance that will be transferred to reserves. This discussion, presently underway with the Fiscal Policy Advisory Committee (FPAC) has bearing upon the upcoming CIP discussion as well as the final Fy2005 fiscal picture. In order to complete the City's financial report for Fy2005 this decision must be made at the December 12 City Council meeting.

Fy2006 financial data is available at this time for four months. Mathematically that's about 1/3 of the year. But forecasting capabilities and department assistance can give us a good picture. However there are myriad unknowns and much vigilance needed during the upcoming months as you will see from the factors outlined further in this report.

Fy2007 begins in seven months and it is not too early to look at factors shaping those decisions especially when some of those factors are known at this time.

Add to this equation that we embark upon this process with the loss of one-third of our seasoned budget development team. So, it is also with this in mind that you are provided this report.

Fy 2005 Fiscal Conditions Summary

General Fund Operations for Fy2005 resulted in a reduction of \$799,545 in combined Undesignated Unreserved Fund Balance (UFB), or so-called 'surplus', and Tax Stabilization Reserve (TSR) from Fy2004. As can be seen from the following table, this measure of General Fund year end fiscal condition has been declining steadily since fiscal 1999. Along with this decline has been the reduction in contribution from general fund operations to various capital reserves which is also evident.

The Fiscal Policy Advisory Committee (FPAC) is scheduled to meet December 1 to review these final numbers and make a determination of how much will be allocated to capital reserve accounts from this position. This decision has implications not only for the bottom line fiscal health of the City but also for funding of the Street Pavement program and other capital programs.

**General Fund Balance and Capital Reserve Allocation
(prior to fy2005 allocation) in dollars**

11/14/2005

	FYE1999	FYE2000	FYE2001	FYE2002	FYE2003	FYE2004	Adjusted Prelim Position FYE2005
TSR	3000000	2500000	2500000	2550000	2500000	2000000	1641851
Other Reserves	2541015	1860000	2697229	1464793	1063863	832349	TBD
UFB	3994408	4693358	4000000	4000000	4360000	4000000	4390953
Total	9535423	9053358	9197229	8014793	7923863	6832349	6032804
UFB % of Revenues							
Other reserves detail							
Addition							
Highway	1400000	1250000	1250000	1250000	1000000	775000	
Economic Development	500000	330000	950000	140000			
Equip	216500	50000	50000				
Fire Equip	324515	150000	385000				
53rd Week	100000	80000	62229	74793	63863	57349	
Total	2541015	1860000	2697229	1464793	1063863	832349	

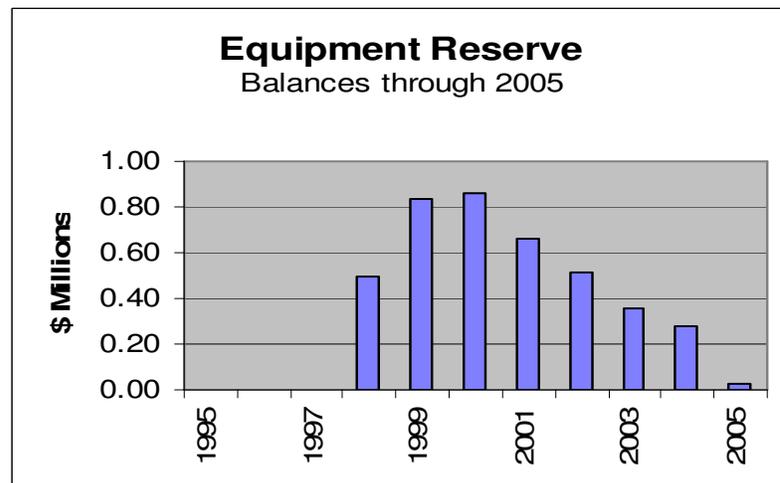
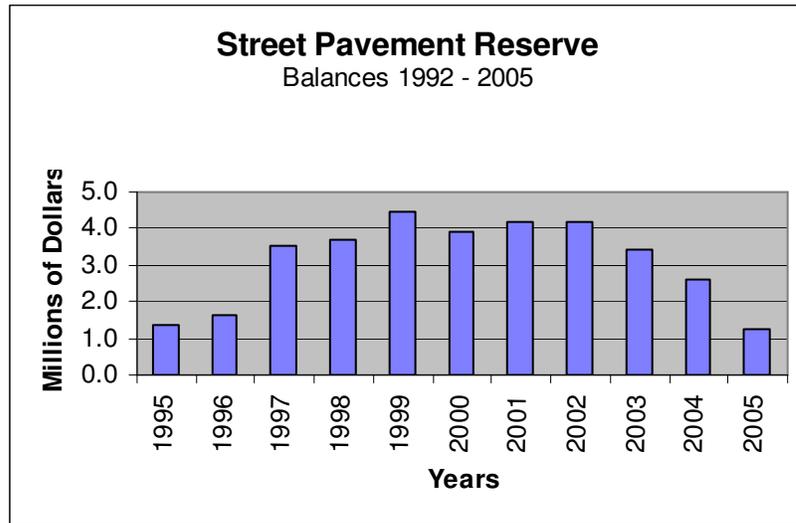
Appropriations and Overlay	30425740	30929692	35416805	33515107	36899738	38855563	40756519
UFB % of:	13.13%	15.17%	11.29%	11.93%	11.82%	10.29%	10.77%
UFB and TSR as % of:	22.99%	23.26%	18.35%	19.54%	18.59%	15.44%	14.80%

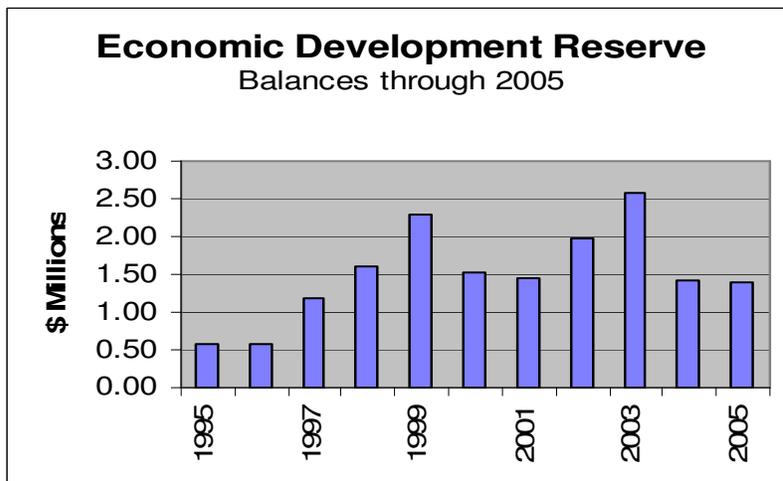
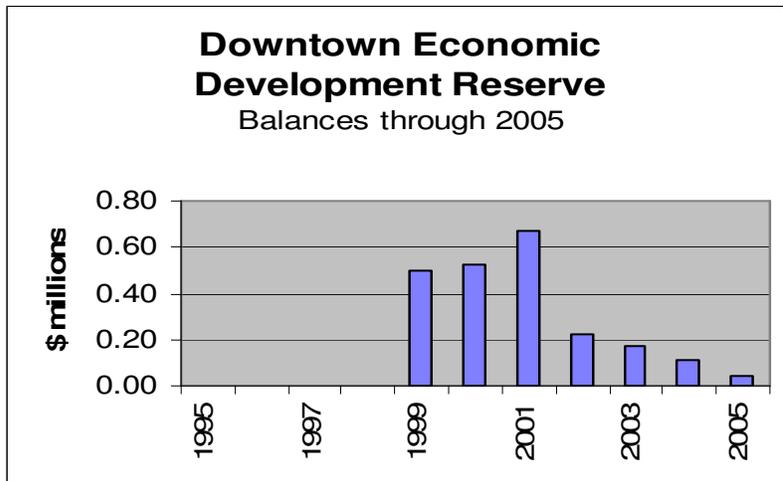
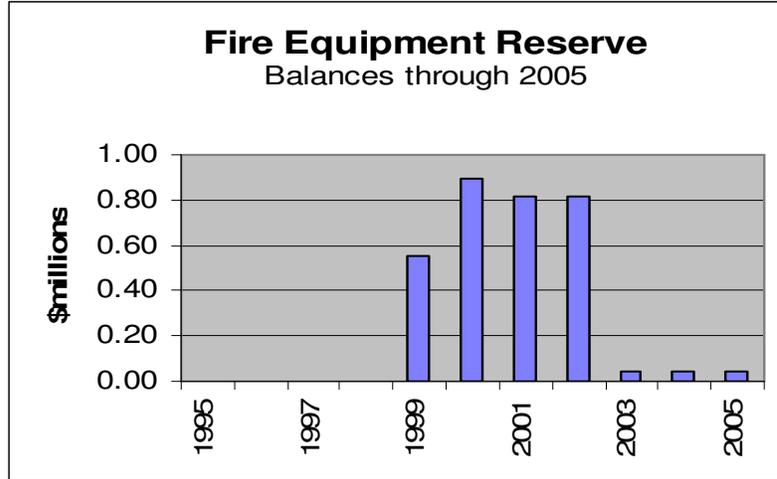
The adopted fiscal goals of the City established 8% as the target level for Undesignated Unreserved Fund Balance. While the preliminary 2005 figure exceeds this goal, any allocation to reserves or replenishment of TSR will drop the figure closer to the target 8% level. At the same time, the increasing size of the budget creates a need to increase rather than decrease this key balance measure.

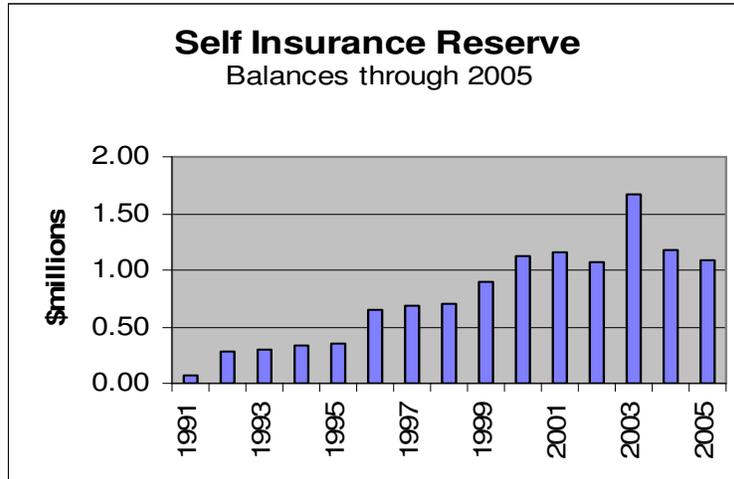
Please also see the proposed surplus utilization recommendation in the *FY2007 and Beyond - Surplus* section.

Selected Reserves

Reserve positions continued their decline in FY2005. Below are some of the key reserves established as far back as 1995 which grew from General Fund year end transfers as portrayed above. These reserve funds have been drawn down over the past few years for capital purposes and most have not been replenished. The Highway Pavement Reserve will soon benefit from the 2-4-6-8% dedicated tax rate as well as the receipt of Water and Sewer ROW Maintenance fees from those funds. But, the ability to contribute general fund balances to these reserves is in question.







Fiscal 2006 Status Summary Comments

Tax Assessment and Rate (Tax Year 2005)

As reflected in the calculations of the City Assessor, submitted to the Department of Revenue Administration, net taxable value as of April 1, 2005 amounted to \$3,725,790,852. This value includes real tax base growth, or investment, as well as market growth. Overall this growth represents a 9.9% increase over the Tax Year (TY) 2004 amount of \$3,389,075,100. And, market growth accounts for the 3.7% drop in the tax rate for municipal purposes from the TY 2004 rate of \$6.82 to \$6.57 this year.

Growth in the total tax base in TY (Tax Year) 2005 over 2004 (4/1/2005 over 4/1/2004) is not a simple matter to understand.

What is Real Growth and How Will it Affect the Budget?

Whether it was during periods of infrequent property revaluations or the more recent annual property revaluation, real growth in the tax base along with the tax rate increase has formed the foundation of budgetary tax policy. There are a number of factors which comprise the reported growth measure that are important to an understanding of the municipal tax rate discussed during June budget deliberations compared to that which is eventually set by the State in November. It is a combination of two elements – real growth and the tax rate increase – that provides the additional tax revenue the City depends upon in order to fund the increased costs of services and capital programs in the tax-supported general fund. Fiscal 2007 (TY2006) budget spending and tax rate discussions will be predicated upon the new investment (new construction) of taxable property, what we term ‘real growth’ of taxable property, and the real change in the tax rate. The tax rate set in November reflects this real growth as well as market rate adjustments. Market growth alone accounts for the drop in tax rate.

Looking at the Assessors’ work sheets before she adjusted for market growth to complete the State Department of Revenue Administration (DRA) forms; we find that the tax base increased 3% from \$3,389,075,100 to \$3,490,435,200 or an increase of \$101,360,100. If there was no market rate adjustment to the taxable assessments, the tax rate would have been set at \$7.02 per thousand dollars of taxable valuation. This is the rate that City

Council anticipated when they adopted the Fy2006 budget. However, it was 2% not 3% real growth that the council and the administration counted upon when the Fy2006 budget was delivered and deliberations took place in May and June 2005. So, how did we manage to achieve the anticipated tax rate? Was the 2% real? And if so, where is the tax revenue going that results from the taxes on the greater, 3% (or 1% more than the 2% expected) growth number?

Tax Appeals and Reporting Process Masks Real Growth

The underlying reason that the target tax rate was achieved, despite the higher reported value of real growth, is because contained within the 3% growth number are individual property values that might be overstated to a degree. The individual properties and the amount of their respective overstatement are unknown at this time. And this matter is subject to resolution between the City and the taxpayer, if appeals are filed, only after what may be a lengthy appeal process. While the City can reasonably estimate the overall result of the appeals, there is no method in the state reporting process by which we can adjust overall values downward when the tax rate is established. So, by design of the state's tax system, over estimating of assessments is unavoidable. (Incidentally, there may be a means to partially resolve this issue but it will require legislative approval which council must be willing to support.)

A total of TY2004 tax appeals remain outstanding at this time which amounts to over \$70,000,000. This amount is predominately for commercial properties. The City does not anticipate that anywhere near all of these appeals will be settled in favor of the appellants. The City Assessor can provide a list of appellants if Council is interested.

Provision for Increased Abatements Offsets Overstated Growth

Suffice it to say that eventual abatements to taxpayers who were over assessed will have to be provided for by the City. And not only the municipal portion but, by state law, the school and county portions will have to be covered by the City as well. The City bears the full financial responsibility for funding all the abatements in an account called Overlay which is raised as part of the city tax rate.

The Overlay account then is where the tax revenue from the estimated 1% overstated total tax assessments will be placed. The Overlay amount is ultimately determined by the independent Concord Board of Assessors. Based upon city staff and the Board of Assessor's best estimate of the results of appeals, the adjusted real taxable growth figure for TY2005 is 2%, the amount originally projected and used in Fy2006 budget deliberations. Further, until the final appeal is settled, and if that settlement - now at least two years after the assessment amount was originally reported to the state - were to be applied against all years appealed, then and only then, can one say with any certainty what the real growth was for that year. This exercise is not required nor ever done. Over the longer term, this anomaly tends to be absorbed in the overall trend of assessment growth. But any particular year's growth can be misrepresented.

TIF Value Moved to General Tax Base. Is this Real Growth?

The final element leading to a determination of real growth for TY 2005 comes from understanding the contribution from the North End Opportunity Corridor Tax Increment

Financing District, NEOCTIF or TIF for short. Also known as the Hotel/Conference Center TIF.

In TY 2005 for the first time, to help fund increasingly tight budgets, the City Manager proposed and Council agreed to shift 'captured' or increment value from the TIF District to the general tax base. A total of \$14,662,800 of the \$42,996,400 or 34% of the taxable value in the TIF District was transferred to the general fund tax base. As a percentage of the total reported taxable real growth increase (3%) this transferred value represents 0.4 percentage points. When you reduce the 2% (abatement adjusted) taxable value by the 0.4% the result is a fully adjusted real tax base growth for TY2005 of 1.6%.

Merits of this shift of value from the TIF were fully explored by the Fiscal Policy Advisory Committee (FPAC) leading up to the Manager's budget submission and during Council budget deliberations. Further information on the NEOCTIF is available by contacting the Finance Director or the Community Development Business Development Coordinator.

The Future of Estimated Assessments and the Budget

Proceeding to a discussion of the FY2007 budget (2006 tax rate) the City will use the new FY2006 (TY2005) base number of \$3,725,790,852 and the Assessor's estimate of 1.5% fully adjusted Real Growth as the basis for TY2006 (FY2007 budget).

FY2006 Appropriation Management and Hiring Freezes

Fiscal 2004 and 2005 final financial operating results were boosted by hiring freezes imposed by management each January of those years. These six-month freezes were intended to develop surplus for succeeding year's budgets and year end transfers to capital reserves. After two years of such action, negative impacts of these freezes have become evident in several areas.

A hiring freeze is an effective means of dealing with short term, non-recurring budgetary stringencies. After two years they no longer become a solution to a problem but become a problem themselves through their impact on service delivery, employees, the ability to see things clearly, the ability to create effective long term fiscal policy, to truly understand fiscal results, and finally, to plan for and achieve Council and department goals.

Accordingly, I have advised the Interim City Manager, that so long as the City has the ability to remain within the various department FY2006 budgets and to achieve the overall budgeted level of General Fund revenues we should avoid a third consecutive hiring freeze. Instead, the City should address emerging budgetary issues directly, through a forward-looking plan as part of the FY2007 budget process while identifying impacts upon services and operations as part of that series of decisions.

This is not to say that steps will not be taken at this time to address issues impacting upon the FY2006 budget. Departments have been asked to develop energy conservation measures to reduce energy consumption and energy expenditures.

As we experience seesawing energy prices, it is important to develop a plan to monitor and react to changing circumstances rather than to over or under react in any single direction.

As you will see further within the descriptions of Fy2006 and Fy2007 categorical expenditures, there are several unknowns as this report is completed. A harsh winter, a rekindling of higher fuel prices and continued high General Relief expenditure levels will necessitate a significant re-thinking of the positions put forth in this analysis. To the extent that expectations for Fy2007 continue to emerge as predicted, or they worsen, it makes sense to consider expenditure control options sooner rather than later.

Please note the final table at the end of this report portrays the budgeted Full Time Equivalent Employees (FTE) over the period 1990 – 2006.

Comments on Fees and Charges

Since 2004, Department Service Charges, Licenses and Penalties, Fines and Permits exhibit significant growth. Over this period there have been three comprehensive increases. The first two increases, affecting 2005 budget operations were also quite significant in the amount of increase, there not having been an increase in some time.

Having attained a reasonable portion of cost coverage and market level, the recent practice for fee increases has been to maintain pace with inflation. This adds to revenue and avoids the sticker shock associated with less frequent but higher increase fee amounts.

This plan for Fy2007 continues this practice.

Analysis of Fy2006 Budget Components by Category

Note: for further explanation of what is contained in these specific categories please refer to the Adopted City Budget detail and Glossary sections.

COMPENSATION	Based upon first quarter expenditures running 24% of the year, compensation projects a \$180,000 surplus for year end Fy06 compared to an average between Fy02 through 05 of \$470,000.
SERVICES	No issues of concern arise at this time. Ambulance billing costs are running ahead of expectation but fees are expected to be adjusted early in the second half of Fy2006. The level of collection is expected to be adequate to cover higher billing expenses.
SUPPLIES	Expenditures anticipated being within budget. Please see Fy2007 comments.
AUTO	Includes vehicle gasoline and diesel fuel, parts and outside repairs. Vehicle fuel represents about 56% of this expenditure category. With current expenditures and present fuel price levels projected for the balance of the fiscal year, this group of accounts is expected to exceed budget by approximately \$40,000. This is far better than it looked one month ago when the over expenditure was heading towards \$100,000.
UTILITIES	Projecting utility expenses for the balance of Fy2006 is difficult but electric rates, which comprise over two thirds of these general fund utility expenditures, are fixed through April 30 making the results of any increase less onerous during this year. The City, having anticipated an electric rate increase in the budget should be in relatively good position in electric accounts for this fiscal year. Steam heat represents another 12% of utilities, natural gas and heating fuel oil the remainder. These final three commodities are presently expected to push expenditures over budget by about \$50,000 for the year.
INSURANCE	Expenditures anticipated being within budget. Please see Fy2007 comments.
WORKER'S COMP	Primex, the City's worker's compensation carrier has presented the City with a net 'bad news' notice that will adversely affect our compensation insurance cost for the second half of fiscal 2006 and fiscal 2007 at least. The good news is that the city modification factor (loss experience) has improved to the low level of .58 of premium. The more-than-offsetting bad news is that overall increases in claims costs spurred nationally by rising medical costs (and further exacerbated in NH by a legal prohibition of managed medical services) has caused an insurer-wide premium increase. With compensation insurance running on a calendar year basis, these cost increases will impact the City beginning January 1, 2006. Based upon current expected payrolls for that period it is estimated that Fy2006 and Fy2007 will each reflect about a fifteen percent (15%) increase to accommodate the total 30+% increase expected.
RETIREMENT	Expenditures anticipated being within budget. Please see Fy2007 comments.
FICA	Expenditures anticipated being within budget. Please see Fy2007 comments.

HEALTH/BENEFLEX	Recent reports from Primex/Harvard Pilgrim indicate the City is on track with estimated v actual claims thus far this program year so we can presently assume that medical trend will be the main component of the increase next year. Please note that the practice of budgeting full premiums for vacant positions was phased out over the past couple years. The City now 'shrinks' large department Beneflex budget allocations by an expected level of vacancies.
RETIREE HEALTH	Expenditures anticipated being within budget. Please see Fy2007 comments.
GRANTS/MISC	This group includes the two Contingency accounts totaling \$80,000. Council Contingency - \$20,000 and Operational Contingency - \$60,000. In Fy2005, \$72,000 of the budgeted \$100,000 in Operational Contingency was transferred to General Services to cover the excess costs of Snow and Ice Control. Operational Contingency is provided for excess costs of Snow and Ice Control, General Relief, and energy costs. Council reduced the Fy2006 Operational Contingency of \$100,000 at budget adoption by \$40,000. Please see Fy2007 comments.
GENERAL RELIEF	The Human Services Director reports (confirmed by budgetary expenditure records to date) that the Welfare Aid account, primarily driven by increases in rental vouchers issued, is heading over budget for the year. Over Fy2005 levels, the following percent increases are evident in services delivered this year: clients seen – up 12%; prescriptions paid – up 55%; rent voucher processed - up 46%; value of rent vouchers processed – up 48%; and value of utility vouchers processed – up 105%. The pace of annual expenditures based upon the quarter could yield an over expenditure of \$60,000 to \$130,000. The pace slowed somewhat through the next month (October) yielding a reduced potential over expenditure of \$50,000 to \$65,000. However this level does not include more than the normal expectation for heating vouchers which, of course, is a huge unknown at this time. The Welfare Director indicates that recent action of the state legislature will help but how much is unknown.
SOC SERV AGENCIES	Expenditures anticipated being within budget. Please see Fy2007 comments.
SOLID WASTE TRANSFER	Expenditures anticipated being within budget. Please see Fy2007 comments.
OVERHEAD	Expenditures anticipated being within budget. Please see Fy2007 comments.
EQUIP & CAPITAL TRANSFER	Expenditures anticipated being within budget. Please see Fy2007 comments.
DEBT SERVICE	Expenditures anticipated being within budget. Please see Fy2007 comments.
OVERLAY	See initial discussion concerning overlay and assessments.

WAR SERVICE CREDITS	The actual amount of credits approved for TY2005 is \$280,000. This represents an increase of \$50 per veteran over last year's level of \$100 per veteran as approved by Council. Slightly over 1,200 veterans receive this credit or a portion thereof. Likewise, Council approved the increase to \$2,000 for the disabled Veterans credit. Forty-nine veterans receive this credit.
REVENUES	Revenues overall appear to be on budget or running ahead bolstered primarily by higher investment income from higher interest rates and ambulance fees.
OTHER TAXES	Revenues anticipated being near or over budget. Please see Fy2007 comments.
MOTOR VEHICLE & TRANS FEE	Appears to be on target but the new sales registration component is more difficult to estimate due to fuel price volatility and impacts upon larger, more expensive vehicle sales. More time and data is needed to gauge how this develops over the year.
LICENSES/PERMITS	Code Enforcement reports revenues on track thus far this year as borne out by receipts to-date compared to previous years at this time. Recent news reports indicate NH building permits lag behind last year's pace.
HIGHWAY BLOCK GRANT	Revenues anticipated being near or over budget. Please see Fy2007 comments.
ROOMS AND MEALS	Will fall below budget by \$30,000 for Fy2005 due to lower than expected receipts as collected by the State. Excess state collections due municipalities did not reach the \$5 million maximum for first time.
AMBULANCE/ALS CHARGES	Preliminary indications are that service levels will be up about 150 to 250 calls over last year. This will lead to higher revenues to offset higher costs of billing and response. New Medicare Regulations will trigger a fee review in early calendar 2006.
DEPT SERVICE CHARGES	Revenues anticipated being near or over budget. Please see Fy2007 comments.
FINES/PENALTIES	Revenues anticipated being near or over budget. Please see Fy2007 comments.
LEASE & RENT	Revenues anticipated being near or over budget. Please see Fy2007 comments.
TRUST TRANSFERS	Concern over Cemetery Trust investment earnings meeting budget exist again in Fy2006 and will prompt action to reduce expectations in Fy2007.
ENTERPRISE TRANSFERS	Revenues anticipated being near or over budget. Please see Fy2007 comments.
MISC INCL DVDNDS, CABLE	Revenues anticipated being near or over budget. Please see Fy2007 comments.

INTEREST INCOME	Increasing interest rates are leading to significantly increased investment returns. Rates in September of Fy05 averaging 3.8% compare to September Fy04 at 1.7%. Rates are expected to plateau in Fy2007. Succeeding year's increases are based upon increased cash flow.
INTEREST, COST, AND PENALTIES ON DELINQUENT TAXES	No issues of major concern arise at this time. Some evidence of increasing revenues appear; however it is unclear whether this is attributable to the resolution of lingering delinquency-related property ownership records and other legal issues or are evidence of a trend in delinquencies. This revenue is mostly dependent upon the level of tax collection as a percent of what is billed. As long as collection percentages continue at such high levels there will be minimal level of delinquent-based interest and penalty revenues. See tax collection tables contained at the end of this report.
SURPLUS	Also see discussion in Fy2007 Surplus section regarding the proposed plan to manage surplus.
SURPLUS – 53RD WEEK-	Does not pertain to fiscal 2006.
TAX AMNT TO BE RAISED	See leading section on this matter.
ASSESSED VAL (\$000)	See leading section on this matter.

2007 Fiscal Model Projection - Summary Comments (Outlook)

Summary of Model Projection;

Based upon the assumptions described below, the fiscal model projects a tax rate increase of 8.5% in order to maintain current operating and service delivery levels.

Highlights

Uses of Funds increase \$3.6 million or 8.3% over the previous year.

Among the main causes of these increases are:

- A periodic 53rd pay week costing about \$500,000 which is covered by a reserve fund established for the purpose in Fy1999,
- Additional bonded debt approved for a portion of the \$3 million highway paving catch-up bond; the remaining portion will impact Fy2008. Equivalent to approximately a 1/3% tax increase.
- The second year of 2-4-6-8% dedicated highway repaving tax. Equivalent to a 2% tax increase.
- A full year recycling cost impact and other solid waste collection and tipping fee increases.
- Electric and other utility rate increases.
- Fuel costs increases.
- Worker's compensation insurance cost increases.
- Health insurance rate increases.
- Retiree health insurance subsidy and rate increases.

Sources of funds overall are up nearly 6% but reduced surplus utilization amounts to about 1% increase in the tax rate.

Other major factors to be considered include:

- General Relief (Welfare Aid). This picture is among the most uncertain at this time; there is little provision (+5%) in the model. This matter bears watching and will be highlighted in future discussions.
- Winter ice and snow operations.

Fy2007 and beyond - Analysis of Fy2007 Budget Components by Category

COMPENSATION	The 6% figure includes 2% for the 53 rd week in Fy2007. This is offset by the 53rd Week Reserve transfer-in. It then includes 4% combined for COLA's and merit. The 2008 reduced percent increase is a result of a return to 52 weeks. No new positions are provided for in this model.
SERVICES	Three percent (3%). Based upon the core CPI (less food and energy) Sept 04 to Sept 05 of 2% plus 1% pop growth. The CPI since September has increased more than 2%
SUPPLIES	Ditto

AUTO

Equal to current year's estimated expenditures plus ten percent (10%) to reflect vehicle gasoline and diesel fuel cost increases of fifteen percent (on 56% of the categorical expenditures) plus three percent on non fuel related purchases (44% of categorical expenditures).

UTILITIES

Estimating Fy2006 is comparatively easy compared to Fy2007. G2 Electric accounts represent nearly \$700,000 in general fund expenditures. Using as a bellwether the recently approved 60% increase in G1 accounts, such an increase, even with a reduction in consumption due to energy improvements presently underway, this account could cost the City up to 45% more next year (60% less 15%). Utility costs for Fy2007 could skyrocket \$350,000 or 50% including the \$50,000 in Natural Gas and heating fuel oil.

For model purposes a lesser 30% increase in electric rates effective May 2006 is projected less a 15% savings (or net 15%) for energy improvements spread over all electricity accounts. Adding in the natural gas and heating fuel oil this would result in a \$150,000 increase. The City will be closely watching these rates and will be entering the open market to purchase electricity. Our present rates expire this coming April 30.

INSURANCE

Five percent increase is projected. Property and casualty insurance will be subject to competitive procurement in April for the year beginning 7/1/2006. Based upon hurricane impacts, it is expected the market will tighten but estimated cost increases are only five percent due to the very good prices the City has received recently due to our strong loss control programs, good experience and expected competition for city business. This is optimistic.

WORKER'S COMP

This fifteen percent increase is based upon quoted coverage cost increase as mentioned in the Fy06 discussion. This coverage, too, will be subject to competitive procurement during the late winter and spring of 2006. The City plans also to convert its coverage period to coincide with the fiscal year during the competitive procurement process.

RETIREMENT

The employer (City) contribution rate will hold steady this second year of the state biennium. The increase in this account for Fy2007 is solely attributable to increases in compensation. But wait! Recent actuarial reports discussed at the NHRS indicate the fund target rate for investment earnings has been too aggressive. The NHRS board is now considering a reduction from 9 to 8 or 8.5% with offsetting **increases in employer contribution** rates to make up the difference. Potential rate increases are projected to be in the vicinity of 28% to 50% for Group I employees; 23% to 47% for Police and 11% to 30% for Fire. They will be effective July 1, 2007. The model makes provision for a 20% increase (lower range average for 8.5% target) in employer contribution beginning in Fy2008. The additional 2% covers the increase in overall compensation. Three years ago an increase to employer contribution rates caused this account to grow over 80%. Last year the increase was over 17%.

FICA

Increases solely a function of compensation increases as no change in the federal withholding rate is expected.

HEALTH/BENEFLEX According to the Segal Company's 2006 Medical Cost Trend Survey, health plans similar to the City's that combine POS and HMO offerings are expected to increase in the range of 12 to 12.7%. Recent reports from Primex/Harvard Pilgrim indicates the City is on track with estimated v. actual claims thus far this program year so we can presently project that medical trend, and not utilization, will be the main component of the expected increase for Fy2007. No relief in sight for the foreseeable future. The City's experience has been better on average than the other municipal groups. With the employee sharing formula and increasing costs of STD LTD and life insurance a ten percent increase to the City is proposed.

RETIREE HEALTH Twenty-two percent (22%+) increase. This represents the residual impacts of medical trend increases of 12-12.7% only partially offset by capped increases in the state subsidy of 8% annually. Through an upcoming actuarial analysis, the City will be assessing the impacts of GASB statement 45 requiring the disclosure of full liability on the balance sheet for this benefit. Coincidentally, the NHRS estimates that at the current benefit payout level it will be unable to sustain their current share payments to Group I employees after 2010, Police after 2020 and Fire after 2023. This will mean the full burden of funding retiree health premiums will fall to the City for eligible retirees. The actuarial analysis is taking this into consideration. Until the evaluation results are known, the model will make no provision for the change or termination of the state share payment through 2011.

GRANTS/MISC No additional funds over the \$80,000 are budgeted for Council and Operational Contingency purposes. Although the argument could be made for additional contingency funds.

GENERAL RELIEF A token 5% increase estimated. If 2006 is a guess, 2007 is even more obscure at this point. The City's history does not portray an inexorable trend of increasing costs in this account. However, the future always looks grim and 2007 is no different.

SOCIAL SERVICE AGENCIES No increase is projected despite these amounts having not increased in at least ten years.

SOLID WASTE TRANSFER Includes full year of recycling whereas Fy2006 provided for ten months. The recycling contracts also included a price increase for the second year. The COOP has also advised of a \$2.35 or a 6.1% increase to the present per ton tipping fee of \$38.65. The ability to further increase the commercial tipping fee charge is doubtful.

The large increase in Solid Waste Costs facing the City in FY2009 is a function of the extension of the current contract with the refuse to energy facility presently under negotiations.

OVERHEAD Is purely a mathematical function of compensation and benefit costs allocated to other funds.

**EQUIPMENT &
CAPITAL
TRANSFER TO
TRUST**

Includes the new 2-4-6-8 % tax increase dedicated to the highway reserve for each year Fy2006 through Fy2009 when it achieves the maximum level. This amounts to approximately \$480,000, \$960,000, \$1,440,000 and \$1,920,000 in those years respectively. Each year, beginning in Fy2006 through Fy2009 this program will require an additional 2% Tax Rate increase to fund the additional amount to be placed into the program. Concurrently with the implementation of this program the state Highway Block Grant(HBG) Program contribution to other highway capital purposes was reduced to 43% from 60% of the revenue from the State. Accordingly this account provide for a lower level of non-pavement HBG-supported highway capital expenditures going forward. It also provides for a continuation of other department capital expenditures at the current level.

DEBT SERVICE

Debt Service increases are due to a number of factors: Aggressive CIP projects over the next five years; interest rates increasing over previous estimated model rates; the addition of the \$3,000,000 ‘catch-up’ street repaving and bond that will be issued partially in Fy2007 and in Fy2008; bringing to market the previously authorized but unissued debt from prior years; and the energy bond which has offsetting energy savings associated with it. This level of annual debt service meets the Council Fiscal Goal limiting to 10% of the budget, the maximum limit for debt service. The unknown element is whether budgets will grow as fast as predicted and whether the City can afford this level of capital spending.

OVERLAY

This is based upon the estimate of the Assessor who anticipates, with further experience and acceptance of the annual revaluations as well as improved assessment information, the level of overlay required should begin to decline.

SERVICE CREDITS

No increases in Veteran’s credit expenses are included in the model. Additional veterans will be offset by a reduction in the existing number. Increased exemption amounts, although supported by the exemption committee, are not reflected on the model. The committee discussed increasing the amount \$50 each year until the maximum \$500 permitted by law was achieved. This would add approximately \$60,000 each year through 2013. Disabled veterans credits are presently at the highest level (\$2,000) permitted under state statute. There are approximately 1200 veterans and 49 disabled veterans. See the Fy2006 explanation for the current number of veterans for which credits are given.

REVENUES

OTHER TAXES

No significant changes anticipated for Fy2007. However the end of the payment in lieu of taxes from the Hydro plant is slated for Fy2008. At that time the hydro plant will be represented in the tax base.

**MOTOR VEHICLE &
TRANS FEE**

Three percent growth is optimistic given what the auto industry has experienced so far in Fy06.

LICENSES/PERMITS

CPI based fee and charge increase anticipated in the vicinity of 3%

STATE SHARED REVENUES (REVENUE SHARING)	State General Revenue Sharing is capped. There have been no increases in this revenue since 1983. Other state revenues were split from revenue sharing in Fy2003 for accounting and display purposes.
HIGHWAY BLOCK GRANT	Slower than historical gas tax receipts expected. A portion of this revenue is passed through to capital projects based upon receipts.
ROOMS AND MEALS	Based upon the state budget and receipts reported to date the City is on track to receive the maximum tax revenue in Fy07 from Fy06 state collections.
AMBULANCE/ALS CHARGES	Reflects the expected level of Fy2006 estimated revenue levels as well as the anticipated Medicare-based fee adjustment.
DEPT SERVICE CHARGES	CPI based fee and charge increase anticipated in the vicinity of 3%
FINES/PENALTIES	CPI based fee and charge increase anticipated in the vicinity of 3%
LEASE & RENT	CPI based fee and charge increase anticipated in the vicinity of 3%
TRUST TRANSFERS	Recognizes in Fy2007 reduced actual cemetery trust fund growth for previous years. Short term outlook is conservative with a return to an achievable, but slower growth position in the future.
ENTERPRISE TRANSFERS	Based upon expected enterprise fund budget growth at existing formula.
MISC INCL DVDNDS, CABLE	Increases above the rate of inflation due to continued Cable TV rate increases. Recall 40% of Cable Fees are passed through to CCTV in the GRANTS AND MISC appropriation category.
INTEREST INCOME	A full year of present interest rates is anticipated. See Fy2006 comments.
INTEREST, COST, AND PENALTIES	A function of continued very low delinquencies. See Fy2006 comments and tables at the end of the report.

SURPLUS

The Utilization of Surplus or prior year Undesignated Fund Balance (UFB) includes the first year of a five year proposed reduction in dependence upon surplus. The \$1,440,000 includes \$500,000 from the 53rd Week Reserve. Subtracting that amount, surplus used is \$940,000 or \$235,000 below last year's level.

The need for this program was identified early last winter in order to stem dependence on surplus for operations as tighter budgeting, reduced surplus accumulation and increased surplus utilization that has characterized financial management over the past few years can no longer be safely sustained.

Not surprisingly credit agencies scouring City finances last winter in connection with rating a city bond sale commented about the level and direction of declining surplus accumulation. Anticipating this comment, the Director was compelled to respond that the City was aware of the trend and was developing a plan to reverse it. Rating agencies being skeptical of plan promises will only wait so long before they take action. The City escaped with its highly coveted AA2 and AA ratings from Moody's and Standard and Poor's intact.

At this point with no repeat of the late 1990's revenue boom or significant expenditure reduction in sight or dedicated tax rate-for-surplus accumulation being considered, a viable plan is to gradually reduce reliance upon surplus over time. Accordingly, surplus utilization, including Tax Stabilization Reserve, is proposed to be reduced \$235,000 each year until no surplus is anticipated to be used in Fy2011. Note: with the level of Fy2006 surplus utilization at \$1,000,000 a five year plan for reduction would mean a drop of \$200,000 each year Fy2007 through Fy2010. A reduction in TSR utilization of \$35,000 per year would eliminate dependency on that source of funds. The total \$235,000 reduction approximates an annual 1% increase in the tax rate each year through Fy2010.

Coincidentally, over the past six years, City's Undesignated Fund Balance (UFB) has hovered around the \$4,000,000 level. The table provided in the discussion above for Fy2005 depicts UFB declining since 1995 as a percent of appropriations and budgeted overlay. The current Fiscal Goal of 8% while being met by this level will not be sustainable over the long term and UFB will need to grow to meet the goal. The goal, as you can see, was exceeded in the early years by a substantial margin which has declined over time.

**SURPLUS – 53RD
WEEK-**

Available in a special trust from previous year's transfers from operations. Included in the surplus amount is \$500,000 for the 53rd week.

**TAX AMNT TO BE
RAISED**

Is the residual of Uses of Funds less Miscellaneous revenues and surplus for prior years operations.

**ASSESSED VAL
(\$000)**

Per Assessors projection.

Tables

MOTOR VEHICLE REGISTRATIONS AND REVENUE

July through September.

Year	Titles	Total Registrations	New as % of Total	Total Revenue	Average Fee	Annual % Change
1996	2,540	10,532	24.12	\$830,439	\$78.85	
1997	2,847	10,921	26.07	1,039,840	95.21	+25.22
1998	2,327	10,724	21.70	932,663	86.97	-10.31
1999	2,054	10,164	20.21	968,347	95.27	+3.83
2000	2,412	10,465	23.05	1,064,397	101.71	+9.92
2001	2,538	10,936	23.21	1,159,371	106.01	+8.92
2002	2,572	10,816	23.78	1,314,658	121.55	+13.39
2003	2,711	11,052	24.53	1,295,069	117.18	-1.49
2004	2,677	11,611	23.06	1,357,598	116.92	+ 4.83
2005	3,379	11,621	29.08	1,377,806	118.56	+ 1.49

Quarterly Bankruptcy Totals

As of 9/30	2000	2001	2002	2003	2004	2005
	\$41,039.51	0.00	\$6,178.68	\$5,912.96	\$11,948.75	\$22,517.05

Total Tax Delinquencies.

	Total Tax Delinquencies									
	1997	1998	1999	2000	2001	2002	2003	2004	2005	
As of September 30										
(millions of dollars)	3.5	2.1	1.7	1.3	1.2	1.1	0.9	0.7	0.8	

Tax Collection Rates

Tax Year	2000	2001	2002	2003	2004	2005
Warrant Amount	\$26,401,299.54	\$28,910,002.32	\$30,825,148.07	\$32,373,271.33	\$34,019,443.51	\$36,021,187.51
% Collected 9/30	81%	77%	84%	86%	87%	87%
% Collected 10/4	91%	92%	93%	92%	96%	94%

Unemployment Percentages

September	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
United States	5.0	4.7	4.4	4.0	3.8	4.7	5.4	5.8	5.1	4.8
New England	4.3	N/A	3.3	3.0	2.4	3.6	4.5	5.0	4.3	4.6
State of NH	4.0	2.6	2.2	2.7	2.1	3.7	4.3	4.2	3.3	3.6
City of Concord	2.8	2.2	1.7	1.7	1.6	2.4	2.5	3.2	2.2	3.5
Concord LMA	3.1	2.1	1.8	2.1	1.7	2.6	2.8	3.2	2.3	3.3
Berlin	4.7	2.6	1.7	2.5	1.8	18.7	7.5	3.2	2.4	4.3
Claremont	4.0	3.1	2.1	2.8	2.0	2.1	2.4	2.9	2.2	3.7
Franklin	3.9	3.1	2.3	2.0	1.6	3.3	3.2	3.8	2.2	3.6
Keene	3.1	2.2	1.5	1.8	2.1	2.8	2.9	2.6	2.1	3.1
Laconia	4.0	2.5	1.8	1.7	2.1	3.0	2.6	3.5	2.4	3.6
Manchester	3.8	2.6	2.4	2.1	1.8	4.0	4.4	4.5	3.7	3.8
Nashua	4.8	2.7	2.5	2.7	2.3	5.0	6.0	6.1	4.5	4.2

Housing Construction

Gross Housing Units Under Construction (Calendar Year)

<u>Year</u>	<u>Annual</u>	
1960-69	112	} Average Annual
1970-79	561	
1980-84	233	
1985	1,426	
1986	1,025	
1987	811	
1988	142	
1989	223	
1990	98	
1991	80	
1992	83	
1993	65	
1994	72	
1995	66	
1996	95	
1997	67	
1998	65	
1999	284	
2000	151	
2001	116	
2002	194	
2003	261	
2004	180	
2005 through Sept	115	

City of Concord
Departmental Staffing Summary
1990 - 2006

1990 - 2006

Area	Department	1990 - 2006													16 yrs		15 Yrs	
		1990	1995	1998	1999	2000	2001	2002	2003	2004	2005	2006	2006	Diff	Percent	Diff	Percent	
Administration	IT	3	3	3	3	2	4	4	4	5	5	5	5	2	66.67%	2.0	66.67%	
Administration	Legal/Prosecutor	6.6	7	8	8	8	8	8	8	8	9	9	9	2.4	36.36%	2.0	28.57%	
Administration	City Clerk	3	2.5	2.7	2.7	2.7	2.7	2.7	3	3	3.6	3.6	0.6	20.00%	1.1	44.00%		
Human Services	Human Services	4	4	4.5	4.5	4.5	4.67	4.67	4.67	4.67	4.67	4.67	4.67	0.67	16.75%	0.7	16.75%	
Public Safety	Police(inc parking)	94	87.99	93.2	93.24	97.74	104.5	105.2	105.2	105.2	105.2	106.2	12.2	12.98%	18.2	20.70%		
Comm. Dev.	Comm. Dev.	35	35	24	24	37	39	40	40	40	39	39	4	11.43%	4.0	11.43%		
Public Safety	Fire	106.5	93	93	95	95.5	102.7	103.7	115.7	117.7	117.7	117.7	11.2	10.52%	24.7	26.56%		
Administration	Assessing	6	5.5	5.5	5.5	5.5	6.5	6.5	6.5	6.5	6.5	7	1	16.67%	1.5	27.27%		
Leisure	Recreation	11.7	11	9.8	10	11	11	12.2	12.2	12.2	12.5	10.7	-1	-8.55%	-0.3	-2.73%		
Administration	Personnel	4	3	3	3	3	3	3.2	3.2	3.2	3.6	3.6	-0.4	-10.00%	0.6	20.00%		
Leisure	Library	30.3	26.7	26.7	26.7	27.3	27.3	27.3	27.3	27.3	25.3	25.1	-5.2	-17.16%	-1.6	-5.99%		
Administration	Finance	22.75	16.22	17.2	17.22	17.22	17.5	17.5	17.6	18.6	18.6	18.6	-4.15	-18.24%	2.4	14.67%		
Administration	City Manager	4	3	3	3	3	3	3	3	3	3	3	-1	-25.00%	0.0	0.00%		
General Services	General Services	217.35	171.7	172	171.7	158.7	155.7	160.7	159.7	159.7	160.7	158.2	-59.15	-27.21%	-13.5	-7.86%		
		548.2	469.61	465	467.6	473.16	489.6	498.7	510.07	512.1	514.4	511.4	-36.83	-6.72%	41.8	8.89%		

